COP # P-953

DIRECTOR OF CENTRAL INTELLIGENCE
Intelligence Information Handling Committee

IHC/MM 78-14
26 May 1978

MEMORANDUM FOR: Members of IHC

FROM: ██████████████████   25X1A

Chairman, DCI Intelligence Information
Handling Committee

SUBJECT: Proposed Plan of Action for Survey of
Analysts Requirements for Access to
Community Data Bases

1. I am concerned that adequate steps are not being taken within
the Intelligence Community to ensure that data bases of potential use
to intelligence analysts are readily available. Therefore, I am
establishing a plan of action designed to survey and identify current
capabilities and current deficiencies and then to recommend ways and
means to improve information handling support to intelligence analysts.

2. I am convinced, based upon a review of past studies, that access
to various Community data bases by analysts is inadequate. As Chairman
of the Intelligence Information Handling Committee, it is my responsi-
bility to study this condition and make recommendations consistent with
DCID 1/4 as soon as possible.

3. A copy of the proposed plan is attached. I request that each
of the members inform the proper officers of his organization of this
proposed plan and be prepared to provide comments, including any
suggested changes at the next meeting of the IHC on 7 June 1978.

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Attachment a/s

Proposed Plan of Action for Survey of Analysts' Requirements

for Access to Community Data Bases

1. The Chairman, IHC, will establish a task group to perform

a systematic survey of existing Community data bases and the need

for access thereto by Intelligence Analysts. The task group will

consist of four persons selected by the Chairman and at least two with

experience as substantive Intelligence Analysts and one with knowledge

of ADP resources and techniques available and planned for the purpose

of providing access to data bases by Community analysts. One member

of the task group will be provided from Community agencies such as DIA,

CIA, NSA and State/INR if satisfactory arrangements for the availability

of persons possessing the requisite qualifications can be arranged with

each organization. Members of the task group will be assigned to the

task full time for a period of two to three months.

2. The Office of Community Information Systems will furnish

consultant support to the task group to develop a formal methodology

to survey and catalogue all ADP supported data bases in the Community

which contain intelligence information of potential value to Community

analysts, and to likewise survey and prioritize the requirements which

may presently exist for access to such data bases by the analysts of

the Community. Members of the task group will then:

a. Carry out the surveys in accordance with the

methodologies to be developed.

b. Identify Community resources presently available to analysts for accessing Community data bases or being procured for such purposes.

c. Identify deficiencies which exist between available or planned resources and those which should be provided to meet identified requirements.

d. Make recommendations as to ways and means of eliminating such deficiencies.

In carrying out these tasks, the task group will give particular attention to the existing COINS and DIAOLS systems and planned upgrades, including the SAFE project.

3. The Chairman, IHC, will generally supervise the work of the task group, provide staff support through the OCIS and, as Director, OCIS, take such actions as may be indicated to accomplish the objectives for which the task group is being established.

4. Upon completion of the task group's study, a report with recommendations will be presented to the Chairman and to the IHC, based upon which, such further actions as may be determined to be necessary to accomplish the objective for which the task group is being formed will be taken.

COORDINATION OF CIA INFORMATION HANDLING ACTIVITIES

GOAL:

Develop a comprehensive Information Handling Strategy for CIA and a formal mechanism for coordination of the Agency's ADP, communications, records management and word processing activities.

PROBLEM:

1. The Executive Advisory Group has given considerable attention to the problem of managing the automatic data processing activities of CIA, recognizing the need for careful control over the growth of this expensive resource. It is becoming increasingly apparent, however, that to control ADP is to control only one element in a family of activities all of which involve the handling of information.

2. CIA collects, transmits, stores, retrieves, shares, collates, transforms, produces and publishes information in bewildering profusion. To facilitate these multiple processes we have developed highly sophisticated and costly communications and ADP systems, related in various ways to our printing and publication facilities and to the pervasive records management processes through which we identify and safeguard the information we need to accomplish our intelligence tasks.

3. These various information handling tools are highly interdependent. Computer data flows on communications lines; communicated messages come to rest in computer data banks; computerized records are converted to microfilm and microfiche; filmed and paper records are scanned electronically for communication to remote display terminals; word processing techniques expand the computer data base or feed computerized text-editing and printing processes, etc., etc. A management program to control a single element in this family of activities will be frustrated by the ways in which decisions made in another area can generate new, unprogrammed increases in workload. The managers of the larger information service components are aware of the need for coordination

and this awareness has protected us from major problems to date, but a new element is entering the picture, threatening organizational loss of control.

4. The emerging, as yet ill-defined techniques of "word processing," are beginning to place in the hands of individual officers or units the capacity to handle their information far more effectively and efficiently. This new localized word processing power is accompanied, however, by the ability to generate new and unanticipated demands on the central ADP and communication systems, and it threatens to have dramatic impact on our records management programs. The Information Systems Analysis Staff in the O/DDA is attempting to measure the costs and benefits of these new techniques, but is find- ing that without the ADP and communication factors the analy- sis of word processing lacks significance. There are, to be sure, "stand-alone" word processors, but the advantages of interconnection are enticing and easily obtained in today's market, and the use of computer terminals as word processors (using software packages like SCRIPT) has the potential for uncontrolled growth.

5. The new Office of Community Information Systems (OCIS) will apparently be looking at some of these problems as they relate to the Intelligence Community. CIA has no counterpart to OCIS, no single voice speaking knowledgeably about the way information is or should be managed in the Agency. Indeed, as is noted at budget defense time ¡every year, CIA does not even have one focal point for all its ADP effort. The Director of Data Processing manages and can speak for only about half of the Agency's ADP resources.

6. One of the three DDA management goals for 1978, along with the search for greater effectiveness and pro- ficiency, was the enhancement of information management in the directorate. As we attempt to achieve this goal, we are continually reminded of the fact that in CIA the sharing of information and information-handling facilities makes a one- directorate approach to this problem ineffective. We need a mechanism to plan and coordinate our information-handling activities on an Agency-wide basis.

ACTION PROPOSED:

1.   Establish a CIA Information Handling Board (IHB)
with a small permanent secretariat or Information Handling
Staff (IHS) to provide a senior-level mechanism for creating,
examining, coordinating and modifying Agency information-
handling policies, activities and plans. The Board, to be
chaired by the DDA, should include the DDS&T, DDO, D/NFAC,
and Comptroller, or their representatives. The Staff should
be headed by a senior officer (GS-15 or -16) and include two
other professionals, plus clerical support.

2.   The CIA Information Handling Board would:

a.   Develop and coordinate definitions of and broad
Agency policy for information-handling activities.

b.   Develop and maintain a comprehensive inventory
of Agency information-handling activities.

c.   Review plans and proposals for new activities
to identify major systems implications, and to ensure
compliance with general information-handling policy.

d.   Monitor significant trends in information
handling.

e.   Assist in the preparation of program and budget
submissions relating to information handling.

f.   Coordinate Agency efforts to identify new and
useful techniques, anticipate new requirements, and
plan for new systems for handling information.

g.   Maintain familiarity with the plans and guidance
developed by OCIS and the IHC for the Intelligence
Community.

h.   Appoint and support the CIA representative to
OCIS and the IHC.

i.   Refer to the Executive Advisory Group (EAG) such
information as may be particularly useful to the EAG in
its role as overseer of ADP management.

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Information Handling Coordination in CIA

I. Preliminary Tasks

   A. Develop a comprehensive inventory of existing and planned Agency information-handling activities.

   B. Develop working definitions for those activities requiring central monitoring.

   C. Develop standards to be used in evaluating existing or proposed activities.

II. Continuing Tasks

   A. Conduct systematic review of selected existing activities, applying above standards.

   B. Review proposals for initiation of new information-handling activities to ensure major systems implications are understood and accepted.

   C. Comment on program and budget proposals concerning information systems.

   D. Rank ZBB decision packages concerning information systems.

   E. Initiate studies to identify new information-handling requirements.

   F. Initiate studies to develop new, improved ways to link related information systems.

   G. Represent CIA in meetings with OCIS.

III. Possible Mechanisms

A. Staff in O/Comptroller, like old PPB/Information Processing Staff but with broader charter. (Three to five professionals, clerical support, headed by a GS-16 or -17.)

B. Comptroller-like staff under DCI (in effect a Comptroller for Information Resources). (Same size as above but headed by a more senior officer.)

C. Office of Information Management as part of the DDA, incorporating ISAS. (Size and composition as in B, plus ISAS.)

D. CIA Information Management Staff, under the DDA. (Size and composition as in B.)

E. With any of the foregoing executive instruments we could consider establishing an Information Handling Board comprised of representatives of the Deputy Directors for Administration, Science & Technology and Operations, the Director for NFA, and Comptroller, chaired by the DDA. Alternatively, we could recommend that the EAG substitute Information Resource Management for ADP Management as one of its corporate functions.

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